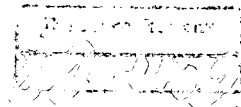
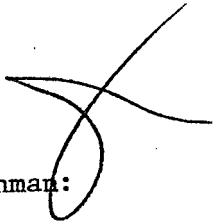


*782*  
*11/6/82*



EEO-81-512  
31 December 1981

  
Admiral Inman:

Attached is the Agency's Affirmative Action Plan for FY 1982. We have developed this plan over the past three weeks in conjunction with each of the four Directorates and the "E" Career Service. The Plan has been fully coordinated with the Directorates as well as the Office of Personnel.

If you would please sign the statement on affirmative action, we will forward the Plan immediately for printing. I would welcome any comments that you may have.

STAT

STAT

John H. Dohring

*X 752*

Attachment:  
As stated

*I have signed -  
two areas of attachment  
need correction*

*L. 218*

## I. Policy Statement

The Central Intelligence Agency is dedicated to achieving excellence in the collection, evaluation, and production of foreign intelligence. The Agency recognizes that its most valuable resources in accomplishing its missions are people. The Agency is dedicated to achieving its goals with a representative work force. To this end, the Agency's policy is to ensure fair and equitable selection for all employment opportunities; to prohibit discrimination in employment because of race, color, religion, sex, age, national origin or handicap; to maintain a workplace free of sexual harassment; and to promote the full realization of equal employment on the basis of merit and fitness through a continuing affirmative action program.

The FY 1982 Affirmative Action Plan of the Central Intelligence Agency follows generally the Guidelines published by the Equal Employment Opportunity Commission (EEOC) in EEO Management Directive 702. The Plan is designed to provide for:

- objective analysis of the Agency's work force to select target job categories
- full coordination with the Office of Personnel and directorates to determine projected personnel requirements and vacancies
- assessment of internal and external barriers to employment and advancement
- identification of internal and external applicant pools
- establishment of realistic affirmative action goals
- development of specific personnel acquisition strategies
- assessment of plan success

Managers and supervisors are responsible for a results-oriented, successful effort to assure the equitable and efficient selection, development, and utilization of the Agency's human resources. It should be emphasized that the pursuit of this effort is not the sole province of the DCI, DDCI, or Directors of Personnel and EEO. The Affirmative Action Plan is one of the central mechanisms of an effective personnel management system.

The success of this Plan depends on the support of Agency managers and supervisors. The objectives contained in the Affirmative Action Plan must be incorporated into the daily managerial decision-making process for the Plan to succeed. The Director, EEO will monitor the progress of the Affirmative Action Plan throughout the year. Reports

summarizing progress of the Plan are to be submitted to the Director, EEO by each Deputy Director and the Chairman, E Career Service at the end of each quarter.

This is my personal endorsement to the Agency's 1982 Affirmative Action Plan.



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B. R. INMAN  
Admiral, U.S. Navy  
Deputy Director of Central Intelligence

## II. Background and Previous Accomplishments

In 1978, the Agency published its second annual Equal Employment Opportunity Plan (EEOP) according to the instructions of the Civil Service Commission as contained in FPM Letter 71340, dated August 17, 1977. By this formula, the Agency's EEOP contained four basic sections: an introduction, an accomplishment report, an assessment report, and a report of objectives and affirmative actions. The last section was the key to affirmative action, for in it were specified the problems, objectives and actions identified as points of interest.

In 1978, the Agency took its first tangible step toward achieving its goal of a "representative population" based on a comparison of Agency employment of women and minorities against the National workplace availability. Each directorate was to develop a plan "establishing a goal to increase the number of minority and women professional employees to a minimum work force of 20 percent women, 5 percent black and 2 percent Hispanic." This particular action was the result of an analysis that showed women to account for 17.9 percent of the Agency's professional workforce, blacks 3.4 percent, and Hispanics 1.8 percent. The "20-5-2 Plan" was conceived as the base whereby the Agency would begin to build toward true representation. It should be understood that this plan is as viable today as it was in 1978 in those directorates where the percentages have not been attained. (See Figures 1 and 2).

Because the 20-5-2 Plan was the foundation on which an overall strategy was to be erected, it concerned itself with gross percentages derived from a simple analysis. It was intended that the goals were to be accomplished, not superseded. Follow-on Plans were to provide the overall framework by focusing on specific occupations where accountability could be fixed.

1977  
Actions in ~~the first year of the Carter administration~~ had a significant impact on our planning the goal of a representative population. First, the Civil Service Reform Act abolished the Civil Service Commission and replaced it with the Office of Personnel Management. This was followed by Reorganization Plan Number 1 with further changes. Section 9 of the latter gave rise to Executive Order 12067, which transferred to the Equal Employment Opportunity Commission (EEOC) all EEO responsibilities in the Federal government, including affirmative action, which had been the responsibility of CSC.

A hiatus of almost a year followed while the EEOC prepared to discharge its new responsibilities. It issued its first draft instructions for government agency "Transition Year" affirmative action plans in the spring of 1979. The directive was voluminous and specific. Each agency was to select, according to strict criteria, two "target" occupations which were underrepresented and set goals according to a rigid formula based on Civilian Labor Force percentages. In addition, each plan was to contain a series of attachments giving a detailed breakdown of all occupations in whole numbers.

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The Agency could not fully comply with the Instructions, and the EEOC was so informed by letters from the General Counsel and the Directors of Personnel and EEO. For a brief period there was an exchange of correspondence until finally the EEOC on August 31, 1979 conceded that the CIA "is exempted, for security reasons, from certain requirements of Section 717 of the Civil Rights Act of 1964, as amended ...and, therefore, may submit an amended Affirmative Action Plan."

The Transition Year Plan for the remainder of FY 1980 and FY 1981 was subsequently based on the agreement the Agency had reached with the EEOC. The Plan in its development followed generally the final Instructions of the EEOC as contained in EEO Management Directive 702; it was designed to allow the objective analysis of a given job category, the determination of projected vacancies at all levels, the assessment of internal and external barriers to employment and advancement, the identification of internal and external applicant pools, the establishment of goals, and the development of specific acquisition strategies.

As a result of these changes, the Agency's AAP for FY 80-81 differed considerably from those in prior years. It should be understood, however, that little more than changes in format could be attributed to adherence to EEO guidelines. The concentration on the analysis of target occupations and the establishment of goals related to those occupations had been contemplated in the OEEEO long in advance of EEOC instructions.

The job categories selected as target occupations for the Transition Year AAP are as follows: engineers (Science and Technology); operations officers (Operations); personnel officers (DCI Area); telecommunications specialists (Administration); and intelligence officers/analysts (NFAC) Figure 3 shows the extent of Agency accomplishment in these areas.

The AAP for FY 82, which is now in its final development stage builds upon the concept captured in the Transition Year Plan. It continues to use target occupations and provides for the assessment of barriers, the identification of pools, and the development of acquisition strategies. Much of the Plan could be regarded as an update of the Transition Year Plan but with one significant difference -- the target occupations are to be keyed to the Office or Division level rather than Directorate level. This "fine-tuning" will allow for a better focus on the goals, refined monitoring, and accountability.

### III. Target Occupations - FY 1982

A. The selection of target occupations in each Directorate and the DCI area is based on the following criteria:

1. They are occupations with a large number of professional or technical positions;
2. They contain a wide range of position or grade levels commencing with the entry level and continuing to the full performance level; and

3. They are occupations with a relatively large number of professional or technical vacancies for the fiscal year.

B. The target occupations are as follows:

1. DCI Area: Personnel Officer
2. Directorate of Administration:
  - a. Administrative Officer (MG)
  - b. Finance Officer
  - c. Security Officer
  - d. Logistics Officer Trainee/Supply Officer Trainee
  - e. Training Officer
  - f. Computer Programmer/Analyst
  - g. Communications Officer
  - h. Medical Officer
  - i. Records Management Officer
  - j. Communications Technician
3. Directorate of Operations:
  - a) Operations Officer
  - b) Intelligence Officer - contact
4. Directorate of Science and Technology: Engineer
5. National Foreign Assessment Center: Intelligence Officer (Production)

#### IV. Barriers Analysis-Agency

##### A. Internal

1. Stringent Job Requirements: Hiring and performance criteria are derived from, and geared to, the successful accomplishment of the Agency's mission.
2. Career Diversification: Many Agency offices have different occupational requirements and selection guidelines within a single occupational category; for example, engineers in OD&E/S&T and OL/DA.
3. Relocation Expenses: Unlike common practice in private industry, only new employees in certain "hard-to-get" categories are eligible for reimbursement of relocation expenses.
4. Strict Security Requirements: Although necessary, the Agency's security requirements and procedures have the effect of slowing the process of employment and reducing the number of qualified applicants.
5. Cross-Directorate Assignments: There is difficulty in getting employees released from parent directorates or career services.

6. Internal Work Force: There are limited pools of minorities and women from which to promote, reassign, or train.

B. External

1. Limited Pool of Applicants: National availability estimates show that pools of potential female and minority applicants are increasing but they are still small, rarely exceeding five percent in the scientific and technical fields.

2. Competition: The Agency has considerable difficulty in competing with private industry in the hard-to-get job categories. This problem appears to be caused by three factors:

a. Small Number of Female and Minority Candidates: This

b. Salary: Entry-level salaries for hard-to-get categories may average \$5,000.00 less than those offered by private industry.

c. Fringe Benefits: Federal Government benefits such as job security, retirement, and leave are not viable options for the young graduate who can be lured by such prerequisites as free medical and dental insurance, bonuses and generous expense accounts.

3. The Agency's "Image": There continue to be some misconceptions about the role, mission, and functions of the Agency.

4. Relocation in Washington, D.C.: Although all communities are affected by rising inflation, the Washington metropolitan area is perceived as among the most expensive in the country by many potential applicants.

V. Barriers Analysis-Directorate/Component

A. Internal

1. Limited Application of GSE Schedule: Only those with a Bachelor of Science Degree in Electrical or Electronics Engineering are eligible for the higher-paying GSE schedule. Three S&T offices--OTS, OSO, and NPIC--are affected by the requirement.

2. Cover Requirements: The necessity for cover may be a deterrent to many potential applicants, particularly in the Operations Directorate.

B. External

1. Language Requirements: There has been a decrease in the teaching of foreign languages in the U.S. schools, yet the Agency, particularly the Operations Directorate, continues to desire the knowledge of the hard languages.

VI. Pools

A. Internal



1. Upward Mobility Programs, e.g., Opportunities for Career Development Program (OCDP) and TRACE Program
2. Personnel Officer Trainee (POT) Program
3. Conversions from clerical to professional positions
4. Agency Co-op Student Trainee Program
5. Full Utilization of Skills and Training (FUST) Program
6. Special Tracking Program (DDA)
7. Graduate student program
8. 20-19 Program (DO)
9. IMS Career Development Program (DO)
10. CCS Program (DO)

B. External

1. Colleges and universities, but especially schools with large numbers of women and minorities, and historically black schools.
2. Private industry
3. Professional and technical organizations
4. National organizations such as NAACP, IMAGE, National Urban League, WISE and NOW
5. State and Federal Agencies

VII. Personnel Acquisition Strategies

A. Internal

1. Identify professional, technical and clerical women and minorities who have potential for advancement.
2. Increase Agency participation in upward mobility programs.
3. Formally recognize managers and supervisors whose support of, and activity in, the Agency's Affirmative Action Program are noteworthy.
4. Develop an effective Agency Full Utilization of Skills and Training (FUST) Program.

5. Ensure that managers and supervisors attend EEO-related courses such as Human Relations Management (HRM) and the projected EEO awareness course.

6. Increase coordination with the Recruitment and Placement Division of the Office of Personnel.

7. Increase women and minority participation in the Co-op/Student Trainee program.

B. External

1. Continue to advertise in minority and women's magazines, journals, and newspapers.

2. Continue participation in conferences and programs sponsored by such organizations as the National Urban League (Summer Faculty Fellowship Program), IMAGE and Inter-Agency Subcommittee on Women and Engineering.

3. Draw upon and expand contacts with colleges and universities with large numbers of women and minorities.

4. Complete Agency EEO brochure for external recruitment use.

5. Continue to monitor Recruitment Guides to ensure full support to personnel recruiters in their effort to identify women and minority applicants.

VIII. Plan Evaluation

The progress of the Plan will be monitored primarily by the EEO Officers in the Directorates and the DCI Area, who will be responsible for submitting quarterly reports to the Director, EEO through the Deputy Directors or the Chairman, E Career Service, as appropriate. The Director, EEO will consolidate the component Progress Reports and submit an overall evaluation of progress to the DDCI at the end of each quarter.